

INPUT

LAND AND REAL ESTATE
ISSUES IN BRITISH COLUMBIA



Leadership



INPUT

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PRESIDENT'S MESSAGE



SUSAN ANTONIALI, RI
REIBC PRESIDENT

Welcome to the Summer 2020 edition of *Input*.

As we started 2020 we did not know that our lives, and those around the world, were about to change as we dealt with a worldwide pandemic. For many of us, we went from daily lives that have us seemingly running around like a house on fire to a full stop on our normal activities, in business and in our personal lives.

It became a time when we needed to understand the new and changing information and allow authorities to build trust and take leadership in uncharted waters in British Columbia, across Canada, and around the world.

Leadership is a fascinating science. It is delivered in many ways at many levels.

Fortunately, in British Columbia we have strong leadership from government and health experts, with steadfast Dr. Bonnie Henry leading on the health front, providing consistent messages and behaviour expectations of all British Columbians.

The key is to build trust. Dr. Henry is a great communicator of the importance for everyone to "Be kind, be calm, and be safe," reassuring those of us feeling anxious and disconnected by the pandemic and addressing our fear of change and the unknown.

For me, whether I am leading or being led, leadership starts and ends with providing a respectful environment and a clear direction with an empathetic management style.

I may not always take a straight path, but I always provide a genuine delivery.

This approach allowed me to be successful in the delivery of many projects, which has included emergency heat shelters and multi-tenant complex management, and I was deemed by peers and colleagues as “entrepreneur of the year” for thinking outside the box when I worked to include nonprofit service providers in the competitive process for construction and services.

I built my career from real estate clerk for the negotiators (separating the MLS hot listings and putting them in mini binders) to manager of Business Operations and Property Management at the City of Vancouver, for 38 years of service. I took some time to provide service through Antoniali Property Services Consulting, and then went back to public service for a planned 10 weeks—which has now rolled into close to six years of great challenges and changes in Real Estate at the City of North Vancouver.

As you read this I will be hanging up the keys to the long rainy-day commute and seeing where the new road takes me and where the sunshine is at the next project.

REIBC members provide expertise and leadership in the industry. In this time there have been many changes to the market and the delivery of services, and new opportunities to connect to each other. It will be essential for the success of us all to stay connected and engaged.

As we move to the “new normal” of staying together while staying apart, we at REIBC will require new approaches to traditional activities, such as large numbers of guests at educational lunches and dinners with a podium of speakers in the ballroom. This may return, but not for a while. Your REIBC Board of Governors, committees, and operations are looking at new ways of staying connected.

I am proud to represent our Institute and look forward to working with all our members and services to provide access to the network of RIs who are designated, educated, experienced, and connected.



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FROM THE EO'S DESK



BRENDA SOUTHAM
EXECUTIVE OFFICER
AND EDITOR-IN-CHIEF

When we had our editorial meeting in January to plan this edition of *Input*, we didn't expect to find ourselves in the middle of a pandemic by the time we published, so I find it very interesting and maybe a little bit serendipitous that this edition, in the summer of 2020, is about leadership. The profiles that follow feature some of the leaders of our broad industry, who at this time are leading their organizations through what might be the biggest changes any of us see in our lives.

Speaking as someone who is leading an organization through change, I have become acutely aware of the shortcomings I have around using new technologies, and in a short period of time I have learned more about technology than I thought I ever would. Webinars are the go-to tool, and we are developing some member networking ideas so that we can facilitate staying in touch with one another during this time.

I'm reminded as I'm learning all these new skills that leadership is sometimes very uncomfortable, and the decisions we need to make are not always the popular ones, yet we make them and continue to move forward. We learn how to function and get more comfortable with the discomfort. In my mind, leaders need to be risk-takers and think more like entrepreneurs so that we can move agendas forward. If we are complacent, nothing happens, and then the organization is at risk. We are always learning something new in order to handle what is coming at us.

I would be remiss if I didn't mention Dr. Bonnie Henry. She has been a true leader to our province and has kept us all focused on what is important and how we can move forward together. She has made it easy to follow the rules, with consistent messages and a calming voice. She has made uncomfortable decisions, I'm sure, knowing these would keep us all safe. I will echo Dr. Henry with the reminder that we are each in a different boat in this storm, but I wish safe harbour to us all.

Thank you to all the wonderful leaders who joined us for this edition. We thank you for your personal stories, for your strength and wisdom, and for sharing these gifts with us.



ABOUT

Input was established in 1976. It ran at 12 pages and stayed that size for a long time. It was more like a newsletter then; when something new happened in the real estate industry, one of our RIs wrote about it, but the publication didn't cover much industry information otherwise.

Many years later, *Input* runs at an average of 48 pages, sometimes a bit bigger or smaller, and our authors hail from around the globe. Our focus is on keeping readers informed with all aspects of the industry, particularly hot topics.

REIBC delivers *Input* to 4,000 people or organizations within the real estate industry.

Who receives *Input*?

- REIBC members
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- PIBC members
- BC Notaries
- PAMA – Professional Association of Managing Agents
- SPA-BC – Strata Property Agents of BC
- Government ministries
- Real estate boards

WE WANT TO HEAR FROM YOU

Please let us know your ideas for upcoming issues and how you like the magazine—and check out our Facebook and Twitter pages for up-to-the-minute information on REIBC activities.

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CHRISTINA BHALLA

EXECUTIVE DIRECTOR
APPRAISAL INSTITUTE
OF CANADA, BRITISH
COLUMBIA ASSOCIATION

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I work as the executive director of the British Columbia Association of the Appraisal Institute of Canada (AIC-BC), a leading real property valuation not-for-profit organization with approximately 1,200 members. I am responsible for overseeing the programs, strategic direction, and administration of the association.

My role affords me the opportunity to develop and execute a strategic vision with the AIC-BC board of directors that will support our members and raise the profile of the association in BC. As a former appraiser, I am passionate about the profession, and I enjoy working with our volunteers in their efforts to advance the profession and promote the important work that our members do.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

Before I started my career in senior leadership, I worked as both a market research analyst and a commercial real estate appraiser with Colliers International on Vancouver Island. I learned to ask questions. Whether I was completing work for a client, advancing my knowledge and expertise, or working within a team, asking open-ended questions allowed me to gain valuable information. Communication with my clients resulted in better appraisal reports, advice from mentors resulted in professional growth, and open dialogue within my network fostered deeper relationships. Most people are willing to share their experiences if they are given the opportunity, and this additional insight has had profound impacts on my life, both personally and professionally.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

I think that the real estate industry is often misunderstood as buying and selling homes. Real estate is

multi-faceted and involves several types of property and stakeholders. AIC-BC members work with investors, developers, lenders, realtors, accountants, lawyers, and municipalities, among others, to provide unbiased opinions on the value of real estate for property owners and businesses. The valuation component allows the public to make informed decisions so that they can live in and build vibrant communities.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Be humble. I have always believed in putting in the work, and I envisioned being a leader who worked hard to earn that role. While leaders are often focused on the big picture, they must also acknowledge the importance of the work being completed at all levels within the organization. Showing that you can “walk the walk” builds trust within your team.

Be confident. Leadership is about influencing people, influence is based on trust, and trust is based on confidence. I find that when I can “talk the talk” and have confidence in my direction, others also feel confident in that journey.

Be consistent. Walking the walk and talking the talk are important, but these are ineffective unless I also “walk the talk.” Consistency is the key to good leadership and the foundation of trust. Words and actions must be aligned so that I remain reliable and accountable to my team. Effective leadership is about how your team responds to where you want to guide them.



WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I have been fortunate to be recognized with the 2013 Women in Business Rising Star and 2014 Top 20 Under 40 Vancouver Island awards, each celebrating excellence in business judgment, leadership, and positive influences in the community.

Aside from individual achievements, my most rewarding accomplishments have been through shared community initiatives. In 2006, I began volunteering with Junior Achievement British Columbia (JABC), an organization focused on real-world experience in financial literacy, work readiness, and entrepreneurship, and I was recognized in 2011 as their Outstanding Volunteer. I also volunteered my time as Collier's director of Community Investment and was a founding director of the Colliers Cares Foundation, a not-for-profit society that brought together collective community resources to support underprivileged organizations. This work was particularly special to me because we focused on supporting staff and projects that were important to them. The hands-on experience in the community brought a sense of togetherness for everyone involved and fostered a positive corporate culture for our team.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

There is more opportunity for members of the real estate industry to work together. There has been a movement in industry to regularly discuss trends, impacts to the market, and other matters facing real estate stakeholders. This work creates an environment for open dialogue. Where appropriate, collaboration can be effective and serve to promote increased understanding between professionals, shared organizational objectives, and an improved overall experience for the public.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I spend much of my social time travelling to Vancouver Island to visit family and friends. You can often find me exercising at the gym, dining at a local restaurant, or exploring the latest beauty and fashion trends. I am also working towards my Accredited Appraiser Canada Institute (AACI™) designation.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

Before I started in the real estate industry, I lived in the UK where I completed certifications at the London School of Beauty and Makeup.



TERESA COADY

DIRECTOR, CERTIFIED PROFESSIONAL PROGRAM
ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA,
ENGINEERS AND GEOSCIENTISTS BC

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am an architect, and after years of building and leading design companies, I now work with the Architectural Institute of British Columbia, and Engineers and Geoscientists BC, directing the Certified Professional Program. In this role, I engage with the professional associations and all levels of government to facilitate a better understanding of the building codes and associated policies by all stakeholders.

I am also the author of *Rebuilding Earth: Designing Ecoconscious Habitats for Humans*. The 12 Principles of Conscious Construction outlined in the book explain why our developments disrupt natural patterns and how we can alter them to support life.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

My first job out of university was as a project manager for Expo 86. There I met real estate professionals from all over the world. I learned how consistent construction practices are globally, and how interconnected our real estate industry is. This stayed with me. I realized that if we effect industry improvements in one part of the world, change will disseminate internationally relatively quickly.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

The real estate industry comprises developers, architects, engineers, designers, and builders. Although we all have different perspectives, there is one thing we have in common: we are here to build a better world for you. BC's real estate industry achieved a 90% reduction in carbon dioxide-equivalent emissions over the past decade and embraced significant energy-reduction codes, making us a global leader in sustainability. We are now leading



the way in British Columbia with tall wood buildings and other innovative practices.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Share the vision! If people share a vision, they will be inspired and make their own way. Their inventiveness and creativity will amaze you.

Clear the way! Once the shared vision is established, it is the job of the leader to simply clear the way and to support others through tough times. Other than that, you do not have to do much.

Keep learning! The only way to see the future is to stay out in front. To do that, you must be a curious and active lifelong learner. You will see patterns and connections that elude others, that you can then share as a new vision.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I am a registered architect with AIBC and AIA, and a Fellow of RAIC and LEED. I served as president, CEO, and COO of some of Canada's top architectural firms: Bunting Coady, B+H, and Kasian. I was selected as winner of the RBC Canadian Woman Entrepreneur Award, the YWCA Woman of Distinction Award, and made the 10th Annual Profit 100 list of Canada's Top Women Entrepreneurs. I am a director of iISBE International and a member of the United Nations Environmental Program (UNEP) Global Alliance for Building Construction.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

The real estate industry needs to move out of the Industrial Age and into the Digital Age. It is the last of the major industries to make the shift. Why? Because this is the only way the real estate industry can support the comprehensive wealth model (CWM). The CWM is a new way of looking at the wealth of nations and was developed in Canada. Comprehensive wealth values five types of capital equally: production, finance, social, human, and environmental.

I believe the real estate industry needs take this to heart and create a moratorium on unnecessary building strictly for capital gain, on building without reference to culture and art, and on developing neighborhoods without reference to ecology and human health. In this way the real estate industry will maintain its relevance to society, and its fundamental importance to our wellbeing.

Finding ways to preserve and enhance all five capitals is complex, and will require that design, finance, and construction teams act as one body. To achieve this, we will need to dissolve the Industrial Age silos we have now. When we (finally!) move construction and development into the Digital Age, we will share knowledge in a highly integrated manner to allow us to create holistic solutions for complex problems—which is what nature does every day.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

We live in a beautiful part of the world. I love to get out on the water in my kayak and paddle with my son and daughter, or with Women on Water (WOW). My husband and I have become quite adept at pilates and encourage everyone we know to give it a try. We enjoy Vancouver's dining and theatre scenes, often hosting out-of-towners on show nights. To keep busy on those rainy days, I am learning to play bridge with friends.

I am also busy promoting *Rebuilding Earth: Designing Ecoconscious Habitats for Humans* as it is distributed throughout the English-speaking world by Penguin Random House. I look forward to engaging a community of like-minded activists!

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I am an excellent cook and love to host parties.



LISA D'ERRICO, RI

PRINCIPAL
LIBERTY LAND CONSULTING
& REAL ESTATE SERVICES

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am happy to announce that I am the principal of Liberty Land Consulting & Real Estate Services. For many years, I have dreamt of the idea of leaving traditional corporate and Crown entities to develop a company of my own, which will deliver relationship building and real estate negotiations based on two decades of experience in the industry. I enjoy people, whether working within or leading a group of professionals through a real estate project, and I strive to develop relationships that inspire effectiveness with a laugh along the way.

Prior to starting my own business, my role was as manager of Land Development and Leasing at Vancouver Airport Authority. However, as in other areas of the province, Canada, and the world, the COVID-19 crisis had an extreme impact on aviation, and YVR had to make some difficult decisions, including letting go of 25% of the staff—which included my role. I took this as an opportunity to follow a dream and reinvent how I work.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I worked for BC Hydro Properties Division for many years and had the opportunity to take on many interesting real estate roles. One of them was on a small project team that would redefine how BC Hydro corporate and regional offices would utilize space and function by defining principles and proposing new ways of working while incorporating energy savings and environmental components. These concepts had to be balanced with employing four generations in our workplace, which was not a small or easy task.

I became the change champion and face of the project, and therefore I had the opportunity to listen to the concerns of hundreds of employees. What I learned and took away from this time became valuable for this project—and for the rest of my career. Managing people through change is applicable to every job (and in life generally).

Change is very emotional for people, and the best thing to do is take time to listen and build trust.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

Acquisitions, dispositions, developments, leasing, rights-of-way, access agreements, licences, Crown grants—there is a process to all of them and after the paperwork is done, what you have left are the relationships that you have built and how you made people feel through the process. I pride myself on the process work, but mostly on the relationships I forge.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

As stated above, listening is important. It allows me to be empathetic, identify the middle ground, or come up with a collaborative idea or the best plan forward. Collaboration and active listening are key within effective teams; this allows members of a team to be a part of the plan and the outcomes.

Having confidence is important, especially when building trust and rapport. Being prepared and informed of the aspects of a property, project, valuations—whatever the case may be—will provide confidence when communicating.

A good sense of humour goes a long way. Assessing when humour is appropriate is equally important.



WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

Of course, completing my Urban Land Economics education from UBC Sauder and then gaining my RI designation are milestones that give me pride. These are achievements in any case, but I felt very accomplished that I achieved them while in the midst of some major home renovations, with two small children, and while working on a major BC Hydro project that took me out of town every two weeks. Thank goodness for family support!

My work with the Interior to Lower Mainland (ILM) project, which traversed 250 kilometres and some of the major ranches in Merritt, had me working collaboratively with the Crown on a 1,800-hectare licence requirement with multiple stakeholders.

Making the decision, after 19 years with BC Hydro, to attempt to gain a position with YVR. My career with YVR was very interesting with no day the same, and it allowed me to meet a group of stellar people.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

It might be wishful thinking on my part, but a free flowing of all transactional real estate information (registered and unregistered), from sales to leasing to licences of every nature (e.g., telecom) for all real estate professionals. A girl can dream.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

Interior design is a love of mine, and I see it as a natural extension of my enjoyment of the real estate industry. My husband and I have been fortunate enough to have bought, held, or sold a few pieces of real estate that are usually “diamonds in the rough” at purchase. They have taken coordination, money, and good old sweat equity, but the feeling of improving and increasing the value of property is a true joy for me. Most times, I have a few interior design projects on the go, from sewing curtains or cushions to attending auctions for the perfect piece of furniture!

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

That I enjoy meditation and tequila, not necessarily in that order. I have a very busy life, and I find that meditation is a necessity to force my mind to stop and have quiet time. In fact, I crave it if I have missed a few days (same for tequila).



CONNIE FAIR, RI

**PRESIDENT AND CEO
LAND TITLE AND
SURVEY AUTHORITY OF
BRITISH COLUMBIA**

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the president and CEO of the Land Title and Survey Authority of British Columbia (LTSA), and there are several things I really enjoy about the work. I have the opportunity to make a difference in the lives of BC's citizens by building and operating—and constantly improving—world-class registration systems with full transparency, the opportunity to work with really engaged and smart people, and the opportunity to create a workplace that supports balance in our employees' lives as well as creates space for them to grow their careers and contribute their best work.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

Early on I had the good fortune as a recent high school grad to be offered a position managing one branch of a small clothing store chain. I really had no idea what I wanted to do with my life, but the experience of overseeing employees, managing the books, buying inventory, and organizing promotions and sales led me to pursue a career in business.

I learned many lessons but probably the one most useful and that stayed with me was the importance of the people you work with—how your success and your company's success is a function of their success.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

Everyone in this organization is incredibly committed to continuously improving our services for our customers.



WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

To be successful, you have to give up power.

To go faster, go slower so that you don't lose people along the way.

The more chaotic your world gets, the more you need to keep your cool.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I have been fortunate enough to lead two fantastic companies, BC Assessment and the LTSA, where I've had very supportive boards who have encouraged me to be bold and wonderful executive teams who have likewise supported our ambitious strategic plans. I have mainly worked in service of the public interest, which has provided me with the rewarding experience of making our citizens' lives better.

Educationally, I have a BComm and an MBA from UBC as well as a CPA, CMA that I completed in 2015.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

Better empower buyers and sellers of real estate to make informed decisions about their most important investment.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

Between us, my husband John and I have five grown children and two and one-half grandchildren, all of whom are interesting and wonderful. We both love to hike, bike, kayak, and golf. We just moved back to Victoria from Vancouver and renovated a lovely downtown waterfront condo that we look forward to enjoying for the foreseeable future. I also have five siblings on Vancouver Island who I plan to do more activities with now that we are back here permanently.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I am not an office person and love being in the outdoors.



SAMANTHA GALE

CEO
CANADIAN MORTGAGE
BROKERS ASSOCIATION -
BC, MORTGAGE BROKERS
INSTITUTE - BC

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I have a couple of related roles and positions: I am the CEO of the Canadian Mortgage Brokers Association - BC and the Mortgage Brokers Institute - BC. The association is our political entity, which engages in advocacy work and provides educational and networking opportunities for members, while the institute provides continuing education for the entire mortgage broker industry.

I came from government—in particular, I regulated the mortgage broker and real estate sectors for the Registrar of Mortgage Brokers and the Superintendent of Real Estate for about 15 years. Those were exceptionally rewarding roles and fantastic learning opportunities. However, in my current role, I enjoy the freedom to tackle issues that impact the industry from a more holistic perspective.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I started out my working life by establishing a law practice fresh out of law school. I loved law school and the opportunity to take deep dives into big issues with no simple answers. It was one of the most rewarding experiences of my life, but the practice of law was much more challenging. It necessitated working through volumes of files and developing systems to manage case work, clients, and fees—something that law school does not prepare you for, but of course is essential to a sound law practice.

The concepts and principles I learned from law school in the areas of administrative, criminal, real estate, and constitutional law have stuck with me and guide me in my policy work for the mortgage broker industry. For example, we have advocated for statutory changes to ensure that allegations of mortgage broker misconduct are adjudicated by an independent adjudication panel, which is an essential element of the administrative law principal of natural justice.



WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

I want people to know I am here to talk about mortgage broker and real estate issues. I like to be deeply engaged in industry challenges and find solutions.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

How messages are delivered is equal in importance to the content of the message.

Everyone matters—teamwork is important.

Relax, take things in stride, and always look at the big picture.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I, along with my team, have built valuable networks, including a national umbrella association of provincial mortgage broker associations (CMBA) and an international network of national mortgage broker associations between Australia, United Kingdom, Ireland, Canada, and the US—the International Mortgage Brokers Federation (IMBF). We are now operating in an environment where trends are global and we can benefit from shared best practices, experiences, and responses to worldwide issues. The IMBF, in particular, serves as a valuable platform to exchange emerging ideas and concepts.



IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I would like to see more inter-industry connections, between realtors, mortgage brokers, appraisers, and other housing sector groups. This assists with sharing best practices and developing mutual understanding of the issues we have in common, such as our current challenges with escalating strata insurance costs, which impacts all of the sectors in different ways.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

Outside of work, I spend time with my family, which includes raising three 15-year-old girls. I had three babies all at once, and when they were young, it was a lot of work and a lot of nights with no sleep. Now that they are older, I enjoy spending time with them. We have travelled the world together exploring different countries and cultures.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I play sledge hockey, which is where you get into a sled and propel yourself with sticks that have picks on one end and a blade for shooting on the other. It is a lot of fun, builds cardio, and provides an opportunity to get to know a diverse group of people.



Navigating the New Normal?

The Real Estate Council of BC is here to help with guidance and resources for real estate professionals.

Reach out to one of our Professional Standards Advisors or visit our website to find information about:

- Professional responsibilities
- Educational opportunities
- News and updates

1.877.683.9664

www.recbc.ca **advisor@recbc.ca**



LESLIE HOWATT

**EXECUTIVE OFFICER
REAL ESTATE ERRORS
AND OMISSIONS
INSURANCE CORPORATION**

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the executive officer of the Real Estate Errors and Omissions Insurance Corporation (E&O), the mandatory professional liability insurer for all real estate licensees in BC. I enjoy being a part of an organization that helps people deal with and resolve difficult and stressful problems. I also enjoy working with talented and engaged people, from the staff members and the board of directors to our stakeholders and insureds.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

My first job as a lawyer was over 30 years ago when I worked in private practice as a litigator. I did insurance defence work from “slip and falls” to professional liability lawsuits.

Coming out of law school, I was full of confidence, the world was my oyster. However, I quickly realized how little I knew and how much I had to learn. I was lucky to work with a senior lawyer who took me under his wing and provided me with many opportunities to learn, to challenge myself and, of course, to make mistakes. The greatest lesson I took from those years was that making mistakes is all a part of growth. The key is to understand what happened, do everything you can to fix it, and then make sure you don’t make the same mistake twice.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

That 85% of the claims made against real estate licensees and reported to E&O are closed with no indemnity payments by E&O. This shows that many of the claims made against licensees are without merit—either the licensee did not make a mistake in law or the claimant did not suffer a loss.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Don’t be afraid to step outside of your comfort zone. If I had stuck to what I was comfortable doing when I finished my articles, I would have been a corporate solicitor. I didn’t like public speaking so I did not think I was cut out to be a litigator appearing in court. Despite this, I accepted a position in litigation. This led to developing new skills and conquering fears and eventually opened the doors to many new opportunities, including my current position.

Be kind. This is something we’ve all been hearing lately, most effectively from Dr. Bonnie Henry, who has proven herself to be a great leader. This is also something my mother taught me and showed me by example. The leaders that I respect the most are those that have empathy and treat people well.

Think before you act. It’s really easy to fire off a quick response to a controversial email, especially if emotions are high. I’ve learned to wait 24 hours before doing that. If at all possible, I draft a response and then wait





ELLEN HSU, RI

PRINCIPAL
PROMINENT REAL ESTATE
SERVICES AND PROMONT
MANAGEMENT

till the next day when I reread it. Sometimes a night's sleep will help you to see things differently or to respond differently. I never regret taking the time to think things through, but I sometimes regret those rapid responses!

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I was called to the bar in 1988 and have been a practising lawyer ever since. I was in private practice for over six years and then a staff lawyer at E&O for 16 years before taking on my current position as the executive officer in 2011. In addition to this, I was also an instructor for BCREA for many years, teaching courses in agency and law to real estate licensees.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I would like to see the public perception of real estate licensees improve. Over the span of my career I have dealt with thousands of licensees, many of them facing professional liability claims. These are generally honest, hardworking people who do their best for their clients. The rogues are few and far between, but the press seems to focus on them. I am impressed with the skill and dedication a real estate licensee brings to a deal, not to mention the fact that real estate practitioners in BC give back to their communities like no other profession.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

Long before anyone had ever heard of the current US president, my family had a pet poodle—the most mean, vicious, disloyal dog you could ever meet. His name was Trump.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

My family comes first and always has. When I'm not at work, I love to travel, including cycling trips to places like Ireland, France, and Portugal. I also love to cook (and eat) and my husband and I have a sailboat upon which we travel the BC waters during our summer holidays.

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

As the principal of Prominent Real Estate Services and Promont Management, my brokerages specialize in consultancy in acquisition due diligence for investment opportunities while overseeing and managing mixed asset class portfolios for clients. My passion continues to be seeking out innovative ideas to create wealth with others and making meaningful contributions to my communities. I thoroughly enjoy meeting people from different backgrounds and cultures as I strive to learn and build long-term working relationships.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

Prior to entering into the real estate industry, I was involved in teaching and worked as an assistant English teacher for the Japan Exchange Teacher Program where I learned how to adapt to changing environments and cultures. In this capacity, I was afforded numerous opportunities to get out of my comfort zone, as this role challenged me daily to think outside of the box to address random and unforeseen circumstances.

Also, after having graduated from the Master of Science in Finance and Economics Program from West Texas A&M University, I was fortunate enough to be employed as the research director for the Southwestern Oklahoma State University's Centre of Economics and Small Business Development; the learning environments provided in this role continue to prove beneficial to my areas of discipline today.

These two experiences were similar in that they both assisted me in becoming a stronger and more diverse problem solver, leader, and listener.



WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

It's all about teamwork! The real estate services my colleagues and I engage in significantly impacts our clients' finances, and we're proud to be given such trusted positions by them. Our approach, in essence, is to ensure we provide and position our clients with relevant and timely options so that they may properly understand and appreciate the different means available to satisfying their overall objectives and goals.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

I am a lifelong learner and am constantly looking for courses, books, and seminars to attend to improve upon my skill sets and to share and learn with other leaders.

Three things that have shaped how I lead are possessing a visionary mindset, learning to be an effective listener, and practicing my communication skills.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

Presently, I am a director for the CCIM Foundation and the CCIM Institute, a 2021 CCIM Institute presidential liaison, and the president of REIC BC Chapter. Previously, I sat as a member for the Global Business and Alliance Committee for the National Association of Realtors and as a member of the Education Advisory Group for RECBC. By being involved in numerous real estate organizations, I am able to obtain up-to-date information and technology tools to assist my clients and ultimately my businesses.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

The real estate industry is very slow to adapt to changes and does not have a high level of transparency. If I could change one thing about this, it would be to streamline the real estate transaction and management process by utilizing a technology platform that makes information readily accessible for people worldwide. While developments are well under way in this regard, the time factor can and will continue to improve.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

My focus is on my family. My husband, my son, and I love to travel and we strive to do so annually. We enjoy going on family excursions with my parents, siblings, and in-laws. Other than travelling, I like to stay active with sports and volunteer within my community.

As the 2018-2019 president of the Rotary Club of Vancouver Fraserview, I led my club to the District 5040 Outstanding Rotary Club of the Year (the first time our club has ever received this honour), and we also received numerous top awards for that year. I am a strong believer in helping out the youth, because they are our future, and our club fundraised \$30,000 to help Queen Victoria Annex build a new playground for the school.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I have visited over 45 states in the US. I used to do a lot of road trips during my university real estate studies, which included driving from Texas to Montana. I have also been invited as a speaker for various local and international real estate conferences. In addition, I have had the distinct pleasure of meeting Warren Buffett, Rob Walton, and Sam Zell.



DARLENE HYDE

CEO
BC REAL ESTATE
ASSOCIATION

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the CEO of the BC Real Estate Association, responsible for advocacy, education, and other key services for 11 real estate boards in BC and approximately 23,000 Realtors. I enjoy working with Realtors, a very innovative and entrepreneurial group of people, and with a very talented and dedicated staff.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I was the assistant editor at McGill News, a quarterly magazine targeted to McGill University's graduates across the world. Here I learned the value of clear written and verbal communications and the need for a team approach to produce value.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

We are committed to meeting the current and future needs of organized real estate, and to bringing innovation and fresh thinking to the table.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Hire people who are smarter than me, and who complement my strengths.

Spend more time listening than speaking. By listening, I mean hearing the words spoken and unspoken, and the body language.

It is equally important to manage up (set expectations with your bosses), manage sideways (have your peers' backs and their trust) and downward (listen to those who report to you and provide them as much clarity as possible around your expectations and values).

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I have worked as a senior executive in a variety of industry sectors across Canada: insurance, telecommunications, energy, association management, and automotive retailing. In addition, I have served on numerous boards of directors in private, not-for-profit, regulatory spaces. Currently, I am the chair-elect of the Insurance Council of BC (incoming September 2020), and a member of the board of Stabilization Central Credit Union of BC. I also served as chair of Westminster Savings, the predecessor organization to Prospera Credit Union, and as part of a merger team that successfully executed the largest credit union merger in Canada on January 1, 2020.



I have earned the following professional designations:

- ICD.D (Institute of Corporate Directors)
- CAE (Certified Association Executive, from Canadian Society of Association Executives)
- CCD (Certified Credit Union Director, from Rotman School and Credit Union Executive Services)
- ACCUD (Accredited Credit Union Director, from Canadian Credit Union Association)
- CRAE (Certified Real Estate Association Executive, from Canadian Real Estate Association)

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

Realtors are wonderful, very outgoing, very entrepreneurial, very innovative, very “get ‘er done” people. I love that part of the business. In the midst of the current public health crisis in which we find ourselves, Realtors have been quick to embrace new technology and virtual tools to assist their customers.

When it comes to organized real estate, however, I would like to see more collaboration and real teamwork among the various boards and BCREA. We have made strides in this area, but we have more work to do to strengthen the provincial system of 11 member boards and approximately 23,000 Realtors.

In my experience in other sectors, whether commercial real estate development, insurance, or automotive retail, I witnessed more industry convergence around key strategic directions for the health of the industry than has been evident to me to date in organized real estate.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I spend a lot of time with my family: my husband Richard of 41 years, my two grown children Alexander and Natalie (of whom I am very proud), and our granddaughter. I love movies, opera, the annual Shakespeare festival, and I am an avid reader of fiction, biographies, and business books. My husband and I also love travelling all over the globe. And I like keeping in touch with friends across Canada and the US.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I am a former long-distance runner and an avid golfer.



BOWINN MA

**MLA FOR NORTH
VANCOUVER-LONSDALE,
PARLIAMENTARY SECRETARY
FOR TRANSLINK
LEGISLATIVE ASSEMBLY
OF BC**

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I have been the MLA for North Vancouver-Lonsdale and the Parliamentary Secretary for Translink since 2017. As an MLA, I am proud to serve our communities and represent the North Shore in the Legislature. As the Parliamentary Secretary, I work to support the Honourable Selina Robinson, Minister of Municipal Affairs and Housing, in her work delivering on transit priorities for the Lower Mainland.

I love working with and serving the people in my community and it is an honour to be able to now serve the people of the North Shore. As the Parliamentary Secretary for TransLink, I have the privilege of supporting a government and an organization committed to public transit. As a public transit and SeaBus user myself, I love encouraging people to take and support environmentally and socially responsible modes of transportation. Public transit is good for urban mobility and good for people—health-wise, mobility-wise, and to enable strong economic and social justice through the reduction of inequality by providing mobility to all.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

The first career I pursued was to be a field engineer with the Canadian Armed Regular Forces and I was fortunate enough to be sent to St. Jean, Quebec, for basic officer's training. I learned a lot about hard work, resilience, teamwork, and learning from my failures to become better. I was very young at the time—18 years old when I started—so I learned an important leadership lesson early on: those you are put in charge of leading are also those whose lives and wellbeing you've been made responsible for. Your leadership can therefore impact their lives in profound ways. This is true in all industries and leadership roles.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

For many people, the COVID-19 pandemic has amplified the importance of the choices that governments make. Our government has made choices to support and invest in people. The childcare program we initiated in 2017—the envy of many other jurisdictions today—will play a critical role in getting our economy restarted, as more people can return to work without worrying about how their children will be cared for while they are away from home.

The choice we made to support TransLink in ensuring that public transit service is available to people as we restart will play a critical role in supporting the workforce as they return to work. Our government's steadfast commitment as a funding partner in the Mayors' Council's 10-Year Vision, the largest transit investment in history, will result in continued transit improvements throughout the region, making life better for everyone. And the actions we've taken to rapidly improve long-term health care will support a greater resilience against future pandemics.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Don't be afraid to listen and allow new information to change your mind and your decisions.



When things get difficult, it's important to remember why you're doing the work that you do. I always think of the people I came to serve.

No one believes they're the bad guy in a discussion or a debate. Patience and understanding can go a long way to connecting with people, even when you disagree.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I'm proud to work with Premier John Horgan and a dedicated team of people committed to improving the lives of people throughout BC. Together, we have achieved a great deal so far. If I had to choose an initiative that satisfied the engineer in me, however, I'm particularly excited about the work I've led around transportation improvement planning on the North Shore. In particular, I look forward to the results of the technical study we have underway, which will identify the best fixed-link rapid transit solutions to connect the North Shore to the rapid transit network across the Burrard Inlet.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I would love to see an increase in public involvement in our democratic system. Voting is very important, of course, but democracy is about much more than that. Our government is committed to engagement and involving the public in everything we do, but people need to seize these opportunities. Pay attention to what is happening at the provincial level in Victoria and in your local communities. Get involved.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I enjoy the active transportation infrastructure that governments at all levels are investing in and look forward to commuting by bicycle (or e-bicycle) whenever possible. It's important to me that I find ways to interact with and stay connected to the communities I serve, even during COVID-19, and the people I interact with make me whole.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I'm an introverted person, which is not how people usually think of politicians. While I love to work with and serve people in my community, I need to remember to find time to recharge after a day of meetings and engaging with the public.



ANNE MCMULLIN

PRESIDENT AND CEO
URBAN DEVELOPMENT
INSTITUTE

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the president and CEO of the Urban Development Institute, a non-profit and non-partisan organization of 950 residential, industrial, and commercial building members. We represent thousands of individuals involved in all facets of land development and planning. This community-building sector supports more than 220,000 good-paying, family-supporting BC jobs through nearly \$23 billion in annual economic activities. Working for BC's single-largest economic engine, I help steer the industry, navigate the changing policy landscape, and lead BC's efforts to create more home choices for all budgets to rent or buy in our growing province.

I enjoy being a change leader and a solutions provider on challenging, difficult issues. This past year, navigating the unprecedented COVID-19 crisis within our industry and province was probably one of the toughest roles of my life. I'm sure I'm not alone on this perspective. My compassion goes out to all those who lost loved ones in this pandemic and to everyone who lost jobs and livelihoods. I was encouraged by the incredible outpouring of community and government support, people helping one another as well as business donations of food, lodging, and valuable health equipment and other charitable efforts. I'm proud to represent our industry, collaborating with many other business leaders to create a path forward, keeping communities safe, and people safely employed, while following health order protocols.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

Many years prior to joining UDI, I built my reputation as a resource-economy specialist, often taking on challenging positions at difficult times. In the mid-1990s, I represented the industry group Forest Alliance of BC, helping to improve forest practice standards in the province while also enhancing public sentiment. In this role I learned to be a consensus-builder. Working in challenging environments with many diverse opinions about natural resource



management means you have to listen, engage, and build a response together.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

The majority of British Columbians told us through a recent poll that they want to see communities include diverse housing choices to rent or buy for all budgets. That is a goal we all share amongst our members and staff. Our daily work is guided by the need for properly planned communities that also feature nearby amenities, like parks and daycares, plus transit to ensure a more convenient commute for workers. We also have to balance the need to provide suitable commercial spaces and adequate industrial areas to support our rapidly growing population and jobs, especially in a growing tech sector.

Governments at all levels need to begin focusing on housing solutions. Too often, these solutions have come in the form of more regulations, another study or task force, or increased taxes or fees, passed on to the renter or buyer. I have always said we can't tax our way to affordability.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Listening to others who have ideas, to those with broad and diverse experience, and to those who have a different perspective.

Having a vision and a goal, but being prepared to adjust, adapt, and change, if needed.

Communicating with empathy.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I've been a spokesperson, business leader, and successful change advocate at the centre of the most significant industries, often when they are going through difficult times. When BC's forest industry was facing protests and international boycotts, I was a leading voice supporting communities, businesses, and workers as BC moved through a new Forest Practices Code and establishment of park land. At the Vancouver Port Authority, I helped lead a national campaign to change the Canada Marine Act which would allow for ports to capitalize on emerging global markets in the late 1990s and early 2000s. I was also the team leader, advocate, and spokesperson for the amalgamation of the three Lower Mainland ports. And as president of the North Vancouver Chamber of Commerce, I strongly advocated for federal support for the region's shipbuilding industry, which has since flourished. I was awarded Chamber of the Year by the BC Chamber.

Now, as president of the Urban Development Institute, I am once again a champion for an industry that needs it. When it comes to difficult issues like housing

affordability, rental shortages, and policy changes, I try to be the thoughtful voice offering solutions to the public, media, business, and government.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

Obtain a multi-government commitment with measurable benchmarks that support our five-step solution plan addressing housing challenges. So far, an unprecedented number of new taxes and policies by all levels of government have not solved the housing problem.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I volunteer more than 500 hours a year for various NGOs in business, sports, and special needs, giving back to the community.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

There probably isn't a sport I'm not willing to try. I love to golf, play tennis, and was also a passionate field hockey player, fan, former coach, and vice-chair of Field Hockey Canada.

RI

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Since 1988, the Real Estate Foundation of BC has granted more than \$90 million for non-profit projects that advance sustainable land use and real estate practices in BC.

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RENEE MERRIFIELD

CEO
TROIKA DEVELOPMENTS

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the CEO of Troika, a group of development, construction, and real estate companies across Western Canada. I also serve on a number of boards, and I am currently the chair of the Breakfast Club of Canada.

Every day is different, and I love the variety of people that I get to learn from and interact with. I enjoy solving problems and bringing people together, and my roles allow a variety of obstacles to be tackled with collaboration, different perspectives, and a diversity of opinions, experiences, and education. Our ultimate goal at Troika is to serve the communities that we are in, so I am privileged to love what I do.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I started my company when we moved to the Okanagan in 1997. I didn't have many "career" jobs before that. I did have two degrees at the time, a bachelor and a master, and later added a second master degree. While I was earning my first two degrees, I waited tables to make

ends meet and pay for my education. Going to university and finishing degrees taught me a lot about learning: how to dive in, learn, make mistakes, fix them, and move forward. I love that I was able to take the tools I learned into my role as an entrepreneur and then as a CEO.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

Whether dealing with issues, putting together a proposal or a project, or understanding the community and society, everything is about people. My role is about understanding who we are as a society, designing places and spaces where belonging can occur, and then bringing together groups of individuals and companies to make that happen and bring it into reality. While it may seem that I build buildings, it's really about the people that live, work, and play inside of them.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

The first lesson was to never give up. During the recession of 2008, a lot of companies just folded. I decided that to maintain my integrity and to do the right thing, we wouldn't do that to our trade partners or to the people that had put their trust in us. Later, in reflection, I believe that the choice to just keep going is really the only difference between those that survive and those that don't.

The second lesson is to always look for the positive opportunity. Whether it is in failure, external circumstances, or difficulties in personal dynamics, there is always something to be gained and a way forward that can result in positive outcomes.

The third lesson is to know who you are. If you don't, you just become a chameleon that changes within each circumstance that it finds itself in. Knowing who you are, knowing what you value, actually gives you the ability to make choices, to move forward, and to create congruency and alignment with what you do and how you deliver products to the community.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I've been recognized as WXN's Top 100 Most Powerful Women in Canada in 2017, 2018, and 2019, and in 2015 I was EY's Entrepreneur of the Year (Pacific) in Real Estate and *Business in Vancouver's* Most Influential Woman in Business. Also in 2015, I was a delegate of the Canadian Government to the United Nations. I have been the vice-chair of the Premier's Women's Economic Council of BC, a director for the Interior Health Board, the past-chair of



the Urban Development Institute (Okanagan), and the past-chair of the Economic Development Commission.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I would probably change how much regulation there is. We are regulated at each level of government with different parts of our business. Over the last 20 years I've seen the level of regulation and bureaucracy increase. What people don't realize is this all adds to the cost of what we deliver, and ultimately to the cost of housing in our communities. If I could change this, I would allow developers that have proven track records to move forward more quickly and to help participate in the building of the vision of the community.

Additionally, I believe that it is the role of the federal and provincial governments to provide supports, like education hospitals, and meet the needs of those in society that need help. But these have now become a wish list for developers to achieve, and a way of extracting cash out of people who are buying new homes. If we lowered these costs, it would lower housing costs for all people. Through a lessening of restriction and bureaucracy, we could fix housing affordability.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I serve on a few different boards and I try to make a difference. I serve as the chair of the national Breakfast Club of Canada and on the First West Credit Union board here in BC. I also give my time as a board member to Junior Achievement of BC and the BC Cancer Clinic Advisory Council, and I serve locally on the External Advisory Committee for UBCO. I love all the ways that our community comes together to positively impact our future. When I have free time, I love to spend it with people!

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I am from a family of entrepreneurs—four successful entrepreneurs, each in different ways and different industries. I also have five kids, three of my own and two stepkids that make us a very unique blended family. All the kids are between the ages of 18 and 24, so it certainly is busy. But I love every minute that I get to spend with them, and I'm so interested in how they think, and what they believe, and how they will change the world for the better.



WENDY ROYLE

**EXECUTIVE OFFICER
REAL ESTATE
COMPENSATION FUND
CORPORATION**

LEADER

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the executive officer of the Real Estate Compensation Fund Corporation (RECFC). I enjoy working regularly with the great group of people involved in organized real estate—BCREA, Council, the Foundation, REEOIC, and of course REIBC.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

My first job after leaving the firm I had articulated with to become a chartered accountant was as the chief examiner of the BC Securities Commission (BCSC). This was my first regulatory job, and I ended up becoming a career regulator. I learned that everything is not black and white, and not to be too quick to judge things on the surface until you've had a chance to dig deeper and find out everybody's side of the story.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

The RECFC is there to protect people and to instill confidence in the real estate industry by backstopping losses to members of the public if their deposits go astray.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

You have to trust your people. If you trust and respect their work, they will solve problems you didn't even know you had.

Hire the smartest people you can find. As a leader, my top skills are leadership skills, and having a team of superstars in their specialty areas will only make our team/department/organization look better.



Lead by example. When I was an articling student, I worked for a brilliant, inspiring partner at an accounting firm who worked as hard as the rest of us, late nights and all. Once, I couldn't figure out a complicated tax continuity schedule, and he pulled up a chair in the bullpen and sat down with a pencil and worked through it right there beside me at my desk.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

As the chief examiner at BCSC, I was in charge of the first reviews of the mutual fund dealer industry, and most firms that my team visited had never been reviewed before. It was a learning curve, for them and for me. We engaged in open, regular communication, even if a dealer called me up to give me a piece of their mind—I'd listen, and we usually were able to diffuse the situation and come to an understanding.

I started the Pacific office of the brand-new Mutual Fund Dealers Association of Canada. I was hired away from BCSC to join the dealers I had been overseeing at this self-regulatory organization. We established ourselves as a new regulator, created an organization from the ground up, and learned a ton along the way. In this role I worked on a new national regulation, with others from the across Canada, to bring in a modernized national registration legislation for all dealers across the country.

I volunteered early with my professional association, now CPABC, initially as a member of their discipline committee, overseeing sanctions of professional accountants. I now am one of the instructors that teach a mandatory ethics course that each BC accountant must take once every three years as part of their continuing professional

development. Each class is a new exploration of ethics with a new group of participants, and it never gets boring. The reputation of a professional is the most important thing they have, and everyone should understand their responsibility to uphold the good reputation of their own profession.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I'd like to see the industry become a leader in embracing solutions to resolve the recent findings about money laundering.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I played for my firm's touch rugby team while living and working in New Zealand for a couple of years. The All Blacks weren't calling to recruit me, but I certainly enjoyed the experience!

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I am a firm believer in work-life balance. I have two teenagers who take up a lot of my time, and I am a volunteer lay board member of a professional regulatory association. For fun, I like to get outside and enjoy the mountains in North Vancouver, where I live. Last year, I went back to competing in the UBC sprint triathlon, an event I had not done in 20 years. You are never too old to try (or retry) new things.



JANET SCOTLAND, RI

MANAGING BROKER, OWNER
CENTURY 21 ARBUTUS
REALTY

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the managing broker (and owner) for real estate trading services representatives, a property manager, and an active real estate agent. I enjoy my role as a mentor and trainer, my independence, and my ability to build a team of experienced and knowledgeable agents. Whether working with buyers, sellers, or tenants, I like assisting people with a major financial decision that also impacts their lifestyle.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I began in 1991 as real estate agent—as an employee, not an independent agent. When I opened my first franchise real estate office in 1993, we became an independent agent brokerage model. I learned to treat my real estate career like I would any other job—plan your days, work as if you had to show up every day, just like any other job. If you stay at home, waiting for the phone to ring, your phone won't ring. Perform prospecting activities every day, until you achieve a positive result or an appointment.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

It takes a lot of time and effort to achieve a sustainable real estate career with consistent income. Professional upgrading is ongoing, and a must. There have been so many changes to the real estate industry since 1991, and that will not change. Real estate agents must be adaptable and flexible and continue to grow and learn as their careers progress.

I like to imagine myself in the situation of my clients. If I were that person, with the same financial situation, and the same goals, needs, and desires, what decision would I make? This helps me narrow down the possibilities for a buyer and helps me provide the best advice I can to a seller deciding whether or not to sell their home. It also

helps me to advise agents when they are deciding which way to develop their career.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

I am often asked how I developed my career. My answer is that I simply did the activities that I was trained to do. In my early training, we were taught various sales activities, and I did them. Simple as that. These activities are still taught today, in post-licensing training, by brokerages, and by real estate coaches. They all teach the same thing. If you do those activities, and work at your career like you did with any job you've ever had, you will succeed.

The second thing I learned is to trust your instincts. We all have that "little voice" that suddenly makes you think of someone you haven't thought about in a long time, or makes you want to drive through a certain neighbourhood you haven't been through in a while. Most of the time, you will come across someone needing to hear from you if you follow your instincts.

The most important thing applies to everything in life: treat others as you would like to be treated.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

I've been a managing broker since 1993, managing various types of offices, including three different franchises, an alternate-fee-structure office, small and large independents. Each type of office has given me different



insights into a variety of business models. I've received top listing and sales awards, and an advertising award.

Owning and managing our Century 21 Arbutus Realty offices for the past 10 years, and developing a strong team of dedicated agents. Since opening our Century 21 franchise, we've had a master's level sales award each year, a Centurion award in 2016, and an Outstanding Achievement award for our brokerage. We were nominated for Business of the Year in Campbell River on two occasions and also nominated for Favourite Real Estate Office in Campbell River.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I would like to move away from the commission-based income model. The Real Estate Council of BC would like real estate agents to move away from a sales model to a professional model. In order to do that, we should be paid for our time and expertise, not have our income tied to sales results. Introduce a minimum number of transactions per year in order to maintain a license. As they say, "Practice makes perfect," and an agent needs to be involved with several transactions a year to maintain a level of expertise.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

In the past, I have participated in non-profit activities, such as being a founding member of a society that built a cooperative housing project. I was elected to three terms as a school trustee. I have belonged to several choirs and gave voice lessons. My focus outside of work is now spent on travelling and being with my husband, family, and grandchildren.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

People are usually surprised to find out that, although I grew up in Vancouver, I moved out of the city and lived in very small communities, raised my children, had a huge vegetable garden, raised champion standard breed chickens, and owned orchards and a fruit stand. I began my real estate career in the Okanagan-Similkameen, which meant that I developed experience with all types of real estate. I also attended university as a very mature student (my two oldest children started at the same university while I was there). I earned a BA of Philosophy, Politics and Economics and a Diploma of Public Sector Administration. During this time, I managed a small independent real estate office. I then worked as a financial counsellor for members of the Canadian Forces and also managed a startup real estate office.



NOHA SEDKY

**MANAGER OF
DEVELOPMENT**
CITYSPACES CONSULTING

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

CitySpaces is a boutique planning and development firm that specializes in social sustainability, community planning, housing, and homelessness. I lead the development arm of the firm, working largely with non-profit organizations and public institutions. We have a small but amazing team of planners and project managers who carry projects from concept through to feasibility and approvals stages and to construction and occupancy.

I absolutely love my work. There is a tangible outcome to what we do—creating affordable homes and building facilities where organizations can deliver much-needed services. I enjoy the problem-solving nature of development consulting. We are always troubleshooting, drawing on available resources, building bridges, and acting in our clients' interests. It involves a balance of thinking ahead, acting strategically, and building relationships. It is exciting, demanding, and incredibly rewarding. And of course, the work is satisfying because it is desperately needed. There is such a dearth of non-market and rental housing in communities throughout BC and our projects are helping to add to the supply of new units.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

In 2000, I worked in Pakistan with the Aga Khan Planning and Building Service in Karachi and Gilgit. It was a fellowship that turned into a consulting opportunity, where I undertook research and evaluation of AKPBS projects in rural and remote areas of Pakistan. I learned many things from this experience, but above all, I gained a sense of humility. No matter what education or background you have, there is a great deal to learn from the communities in which you work. It is important to observe and to truly listen to those you meet and to directly learn from people's experiences, their wisdom, and their practices. We have much to learn from others around the world, and the same is true in our own backyard. You cannot truly make a difference if you are not able to listen and observe.



WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

In managing the interests of our non-profit clients, we play a critical role in helping to drive projects forward, provide advice, troubleshoot a wide range of issues, and oversee a project from start to completion. It is a balance of good project management skills and advisory services, helping groups to achieve their built projects and advocating on their behalf as they navigate the multiple hoops of municipal and funding approvals. Development consulting involves many skills, some of which can be learned and shared, but there is also an art to what we do, where good people skills and a passion for the projects and their impact plays a part too.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Create a positive and inspirational workplace. Gwyn Symmons, my own mentor at CitySpaces, has always inspired me in his positive and enthusiastic attitude and outlook. I, too, aspire to create a positive, exciting, and collaborative working environment where colleagues feel they are able to learn and to make a difference.

Encourage professional growth and critical thinking. It is important to create opportunity for individuals to make decisions on the job. Enabling people to act independently and take responsibility for their projects or their roles within a project is key to professional growth. That is how many of us have risen to the roles that we are in today. Noting that you need to provide adequate support and resources so that your team members have every opportunity to learn and, of course, succeed.

Never stop learning and asking questions. The road to development is never straight and we inevitably take detours and navigate bumps along the way to get there. Asking questions and working collaboratively is the best way to navigate this road. Every member of your team has insight to share, from the youngest to the most senior. Engage, ask questions, listen, and learn.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

About six years ago, I had the opportunity to teach the Affordable Housing Policy course at UBC's School of Community and Regional Planning. In building the content for the course, I realized the complexity of the evolution of housing and homelessness policy and practice. I was able to draw on my 20 years of experience for the course material and went on to teach the course for five years. I found it to be an incredibly enriching experience.

I have also tried to prioritize and make time for speaking engagements, mentorship, and volunteer opportunities, and I have led committees with the Planning Institute of BC and the Canadian Institute of Planners. The credibility and status of our professional associations are paramount in how planning professionals are recognized and therefore it is important to make time to contribute to them.

I have gone from being a policy and research planner to a development consultant. As such, my "achievements" include numerous policy and research documents prepared for municipalities and agencies from earlier in my career to the successful completion of hundreds of non-profit housing units from the latter. My professional achievement currently lies in working with young planners and professionals and supporting them to oversee development projects successfully and become leaders in their own right.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

We lack good data to help us understand housing affordability. I wish we could strengthen the data sets available so that consistent, reliable, and credible data sources could support our development projects.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I have two small children, which take up most of my attention these days. Being active, being outside, enjoying music and the arts are all activities that make me whole. I grew up in the Middle East and try to stay connected to my family, the language, and cultural connections in Egypt.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I am a bit of a data nerd and can get quite worked up about the misuse of data.



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**ERIN
SEELEY**

CEO
REAL ESTATE COUNCIL
OF BC

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

As the CEO of the Real Estate Council of BC (RECBC), I report to the government-appointed Council and oversee the operations of real estate regulation in collaboration with the Superintendent of Real Estate. I have oversight and responsibility for over 100 staff in Vancouver delivering services across the functions of licensing, professional standards, education, investigations, discipline, and communications as well as corporate services and data.

We have a tremendous group of employees and I've really enjoyed leading business transformation with the team, always seeking to be innovative and trying to improve the way that we deliver services. I believe in the importance of public service and I really enjoy the opportunity to try to make a difference here in BC. With real estate, that means protecting consumers and ensuring that real estate professionals have access to the best education and information on professional standards so they can deliver their services with honesty, integrity, and ethics.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

As is often the case, you can learn a lot with your mistakes or failures. I learned the most when I worked overseas and took a job sight unseen in a remote area of Argentina working for an NGO protecting natural parks. I was responsible for fundraising at a challenging time of economic recession, trying to raise money from the private sector to save the parks in Argentina.

The thing that has stayed with me is the importance of relationships. I say that because I was speaking a second language and it was very challenging to build trust. I had a lot of preconceived notions about what the role would be like, so I was disappointed when it didn't pan out. I also learned the value of not making assumptions—of respecting different approaches to business and different cultural aspects. I had to ask a lot of questions, and I had



The Last Dance, was also inspiring, to see how pushing his teammates helped him win championships.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

Inspiring public service teams to lead change is where I'm most effective, and that's my passion, whether it's reforming an immigration program, renegotiating relationships with other stakeholders or governments, or transforming operations to better serve the public, including real estate. And my best achievements are still to come, I hope! I'm really proud of being at the level of CEO at this point in my career.

Looking forward, I would really like to find innovation from the COVID-19 pandemic to guide how we return to work and deliver on our mandate. Our remote-based staff have continued to provide all of our services for the past couple of months, and the use of technology has really demonstrated that we can work anywhere while managing our time flexibly. You don't have to be physically in the office to be effective.

to try not to impose my Canadian context in order to be effective at my job.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

I wish people knew how dedicated RECBC's staff are about protecting the public, and how much passion there is in what can seem like a very rules-based, structured regulatory environment. Beneath all of that there's actually a lot of dedication and commitment to ensuring that the public is protected.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

I've really learned the importance of listening, which can be hard for an extrovert.

I try to be open to risk, to push and to never be satisfied with the status quo. I try to maintain the momentum of continuous improvement.

And finally, I've learned to remain positive and to find the silver linings to take from every experience. While it comes naturally to me, it's still hard work to maintain optimism every day. I'm very lucky to get to work in an environment where I have a leadership role, so I try to keep that perspective and be grateful. Not sweating the small stuff is an important rule—although watching the recent Michael Jordan documentary on Netflix,

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I really hope that the global response to COVID-19 will lead to meaningful change in the way real estate services are delivered and perhaps even compensated. Changing consumer demand will transform the way successful real estate professionals conduct business going forward, by innovating new service models, using more technology, and making information readily available to consumers.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I enjoy the outdoors and playing sports with my two kids, husband, and giant dog. I've also taken up baking during the pandemic and I've learned that breadmaking is a lot more difficult than it seems!

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

As an extrovert I'm a pretty open book, but people might be surprised by how much I love sports. Watching Michael Jordan recently reminded me that at one point I really did want to pursue a professional basketball career. At the time I thought the major limitation was my height, but it was probably my ability. I just like to blame it on the fact that I never got to be six feet tall. I still think I could make it in professional curling—it's the only sport where you can compete on the world stage into your forties and fifties. I just need to learn to curl first.



RENA SOUTAR

RECONCILIATION PLANNER
VANCOUVER BOARD OF
PARKS AND RECREATION

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

Embedded within the Planning, Policy and Environment department, I work with colleagues to decolonize our planning of parks and recreation spaces and services. I've described this as being their Reconciliation coach, although the process is more one of talking through their projects and finding solutions somewhere between their expertise and mine. A big part of decolonizing is determining how our work sits in the broader context of considering and exerting our authority in unceded Musqueam, Squamish, and Tsleil-Waututh territory, knowing that their laws, rights, and title are still valid and applicable. Our authority needs to be dramatically reconsidered.

As my colleagues become aware of the power they wield as bureaucrats and planners, they also begin to feel empowered to challenge the status quo of how we design and regulate public space. They have begun to see the ways in which whiteness has been centred in all of our decision-making throughout the history of our organization, and they become invested in change, as well as redress, if possible. I'm incredibly gratified by their commitment, passion, and friendship as we navigate these challenging waters together.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I coordinated the Aboriginal Art in the Venues program for the 2010 Olympics and Paralympics. This put 30 permanent and 100+ temporary artworks in all 15 competition and non-competition venues. My first exposure to the notion of local Indigenous Rights and Title came while working with the Four Host First Nations on this project. I learned more fully the distinction between Indigenous people (of which I am) and an Indigenous People in their home territory with associated protocols and internationally recognized rights.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

I wish people knew how much it matters who is in the room when decisions are made about land use. My



presence in the room has made critical shifts due to timely reminders about the history of the removal of local Indigenous Peoples for the benefit of settlers. It reminds us all that we are part of a broader history—past and future—and that we regularly prioritize some voices over others, reinforcing longstanding inequities.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

First, that we all participate in settler colonialism and white supremacy. Second, that we have all inherited a system not of our making; our conditioning can be examined and changed without personal judgement. Third, speaking truth to power is easier when people realize the first two points, after which we can work together through making real change.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

The board of commissioners unanimously adopted the mission to decolonize the Park Board—the entire organization, from staff to elected leaders. I consider this one of the most significant achievements of my career, as well as proposing and having them unanimously approve an organization-wide Decolonization Strategy. Together these two decisions make up an aspirational and pragmatic approach to changing how we act as stewards with authority over a significant portion of land throughout Vancouver.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I would love to see true partnerships in decision-making authority between municipal governments and the local Indigenous governments.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

I enjoy making things. I find creative work with a clear beginning, middle, and end a nice contrast to the ongoing work of Reconciliation and Decolonization. So I knit, sew, bake, make lotions and balms, make miniatures with my daughter, and construct tools for whatever craft has gripped me.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I think people would be surprised to know my education is in classical music and English literature.



TRACY WALL, RI

**DEPUTY ASSESSOR
BC ASSESSMENT,
THOMPSON-OKANAGAN
REGION**

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am the deputy assessor for the Thompson-Okanagan region, based out of the Kelowna office. For the last 10 years I have been working as a manager within the Kelowna office leading teams of up to 25 appraisers. Most recently I have had the opportunity to be the assessor for our region, overseeing 50+ staff in two offices: Kelowna and Kamloops. I have worked for BC Assessment for 26 years.

What I enjoy about my work with BC Assessment is the diversity of opportunities and the people I have had the pleasure to work with over the years. I particularly enjoy being able to coach and train employees and to learn from them in return. Organizing and planning work is one of my passions—looking for new ways to do work and continually being a problem solver and innovator.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I have worked in the real estate industry for most of my life and some of my earlier endeavors were as a real estate agent and then as a fee appraiser. I learned about REIBC during my time selling real estate as a licensee. I completed the Urban Land Economics program while selling residential properties. After I obtained my RI designation, I had the education and prerequisites to become a real estate agent whereby I could own and operate my own real estate company. I opened up a new office with a partner and really gained so much experience as a manager of people and while expanding my understanding of how to value and sell property. I did this for several years and then sold the business.

My next adventure in the real estate field was as a fee appraiser, where the challenges and limitations really helped me grow professionally. This experience helped me perform at a higher level with each job I encountered along my career path.



WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

My teams have contributed to BC Assessment being recognized as one of Canada's Most Admired Corporate Cultures in 2018 by Waterstone Human Capital. In addition, for seven years we have been recognized as one BC's Top Employers, most recently this year.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

My teams have helped me perform at a high level and shape the way I lead. During the last few years I have really changed my style by adopting ways that embrace collaboration and engagement. I try to invite feedback and suggestions from my teams to help develop new processes and help me make business decisions.

I have really worked on my listening skills and asking questions instead of providing my opinions, being more curious and understanding of what others have to say and the reasons behind their ideas. This has really helped me as a leader to gain respect and trust.

Along with my curiosity I try to communicate clearly and be calm and kind. In these days of COVID-19, the kindness is probably the trait that keeps me feeling strong.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

My professional achievements include past promotions at BC Assessment along with my RI designation,

past positions on the REIBC Board of Governors, and membership in the IAAO (International Association of Assessing Officers), helping to form the BC Chapter of the IAAO. I believe in continuous learning; adding to my education while working, I have been able to complete a certificate in Leadership from the Sauder School of Business at UBC.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

I am so grateful to the great career I have had in the real estate industry and all the wonderful people I have been able to meet and know along the way. I see now more than ever that changes are inevitable and moving at a faster pace. If I could change one thing about the real estate industry, I think it would be to help support more of our citizens to have their own home where they can feel the safety and security that I have been blessed with. Helping young families not feel so much financial pressure to pay rent or pay on a mortgage. Keeping our economy strong but having affordable housing is so important.

We have started to do this with government support, some developers and businesses being good corporate citizens, and each of us donating either our time or resources where possible. I would like to see this momentum grow so that we don't have so many people without homes.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

Outside of work, my interests are very much about family and friends. I have travelled many places around the globe, most recently to Australia to visit family, though I have to admit that I like staying home to enjoy my garden and chickens and sharing my tomatoes and eggs with anyone who wants to indulge.

I like photography as well, whether on a trip or taking a picture of an early morning bloom of the first daffodil in spring. I look for the beauty in the ordinary and especially in nature; it gives me both peace and pleasure.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

Gardening is my kind of extreme sport, as I seem to be always digging up something to eat or move around the yard. It may surprise some that I like getting my hands dirty and have actually developed the patience a gardener needs. It can take years to see a newly planted fruit tree produce luscious peaches.



photo: Francis Georgian

AMINA YASIN

**REGIONAL PLANNER
METRO VANCOUVER**

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am currently a Vancouver City Planning commissioner and a board member of Hogan's Alley Society. I also work at Metro Vancouver as an urban and regional planner, within development and policy planning. My drive and research interests actively embrace my unique professional and lived experiences to advocate for an increased emphasis on responsive, just, and accessible planning. I also shape emerging and urgent conversations around the history of urban planning, racism, ableism, and policing. With regards to my day-to-day, I enjoy working on significant and meaningful projects across the region that will make a difference to residents—especially the most vulnerable segments of our communities and families.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

I moved from Toronto to Karatu and Ngorongoro, Tanzania, to live within a UNESCO World Heritage site, where I worked on the development and design, managed the ZARA Tours Ngorongoro Safari Lodge and Wild Camps, and learned about tourism planning. It was just as exhilarating as you imagine it to be. Here I lived in a neighbourhood where my greatest concerns with “form and character” were my neighbours, who were a pack of aloof giraffes and a leopard that enjoyed sleeping on the warm solar panels we had on site. The most useful approach I learned through this excursion and beautiful life experience was to listen thoughtfully, be brave, and engage in curiosity.

WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

I wish people truly understood that planning is not neutral or value-free, and that every day that we do not engage in anti-racist discussions are days that we continue to permit the embedding of bias and inequity into

policies and regulations that have monumental impacts on all of our lives and how we continue to coexist in cities.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

My mother used to share a lot of traditional sayings. One of the many that resonated with me and that I think about a lot in this time of converging crises (public health, civil rights and police brutality, housing, and climate disasters) relates to the James Baldwin quote that I shared in my recent *Tyee* article, “Whose Streets, Black Streets,” where we must “know from whence we came.” This quote by Baldwin reminds me of the lesson from my mom, where she imparted to me that in my life journey—and in all of ours—essentially that “the past lies before us and the future lies behind us.” When we point ahead, we are really also speaking of the past, and while our lens should always be towards ancestry and ancestors, we should also reflect on our history so that we are not doomed to repeat the same mistakes. I think that we are currently repeating far too many of the mistakes of the past, because our collective history and present makes far too many within our society too uncomfortable to reconcile with it.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

Advocating for dementia-friendly cities through research, workshops, and keynote presentations that I have facilitated, including at NACTO in Toronto and Mode Shift in Winnipeg. Also co-chairing the Canadian Institute of Planners' Social Equity Committee with the brilliant urban planner and city-building leader Daniella Ferguson and the rest of the committee team. This committee was a historic first. It was a truly thoughtful and collaborative committee that dissected and analyzed the deep legacy of racism, ableism, and gender biases that exist within the planning



Amina and staff celebrating a colleague's wedding, Ngorongoro Safari Lodge, Tanzania.

profession and its practice, professional institutions, and practitioners. Our work has directly contributed to CIP acknowledging its complicity in the legacy of racism and gendered biases, with aims for CIP to move towards tangible redress and reconciliation in this area.

Similarly, my work with the Vancouver City Planning Commission, a similar entity within the planning profession that has its own legacy of racist and exclusionary planning. The VCPC has put forward its first Black History Month declaration, acknowledged its own complicity and legacy of racism in planning, and is actively working towards decolonizing its advocacy work with a new sub-committee known as JEDI (Justice, Equity, Decolonization, and Inclusion). I sit on JEDI as a commissioner alongside the brilliant and inspiring cultural and Indigenous design consultant Sierra Tasi Baker. I was also recently on a VCPC panel reviewing The Post-Pandemic City We Want alongside Tasi Baker, which was an incredible honour, as we were able to have a candid and meaningful conversation about where we find ourselves and the anti-racist and decolonial actions that we must take if we are going to collectively get out of the sunken place of city planning that we currently find ourselves in.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

My family is a big part of my life and focus, although most of them are in Toronto and others are abroad. I spend a lot of my time volunteering with Hogan's Alley Society, through different areas including HAS's COVID-19 response within the Black community in Vancouver. I also advocate and raise awareness for dementia-friendly cities and how anti-ableist and anti-racist, thoughtful frameworks in planning can help alleviate many of the inequities we find in cities. I have given several keynote and panel presentations on urban and transportation planning, accessibility, and anti-racist frameworks for planning, including the intersections between urban development and active transportation planning, Alzheimer's disease, and trauma-informed urban design, inspired by my passion for just and brave cities that pursue anti-racism.

Finally, I spend time writing and I recently had my Tyee article, "Whose Streets, Black Streets," go viral across Canada and internationally, where it was republished in an American publication based out of Los Angeles and featured in a CBC Early Edition interview.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I think people would be surprised to know that prior to COVID-19 I committed a lot of my free time and self-care to travelling to locations where I could spend the vast majority of my day perfecting my surfing.



ELIZABETH YIP

DIRECTOR
TERRA LAW CORPORATION

WHAT IS YOUR PROFESSIONAL ROLE AND WHAT DO YOU ENJOY ABOUT IT?

I am one of the founding directors of Terra Law Corporation, a commercial real estate law boutique firm in Vancouver.

I love being a real estate lawyer. In assisting our clients to meet their goals or solve their problems, we get to operate in a dynamic environment in which one never stops learning. An aspect I find stimulating is working with and learning from other professionals, whether they are the team members in my firm, clients, consultants, or lawyers on the other side of a transaction. Coaching and mentoring young lawyers is rewarding and energizing.

As a real estate lawyer, I am participating in worthwhile social objectives in real estate development, such as environmentally sustainable practices and affordable housing. I love being a part of the real estate industry that is so important to our province. We can see the concrete results of our work: a particular development or community that we played a part in creating comes alive.

Running a small business, being a lawyer and an entrepreneur, is challenging at times but also very rewarding; we are in control over our professional lives and have built an environment at Terra Law that encourages our staff and lawyers to maximize their potential.

WHAT USEFUL LESSON DID YOU LEARN EARLY IN YOUR CAREER?

My first paying job was working at a national fast food chain when I was 14. I started as a cashier and was promoted to cooking french fries. I learned the value of teamwork, work ethic, how to be public facing and handle stress under pressure.



WHAT DO YOU WISH PEOPLE KNEW ABOUT THE WORK YOU DO, OR THAT YOU AND YOUR COLLEAGUES ACHIEVE?

Lawyers have an integral role in the real estate industry and society at large. We ensure that business transactions are conducted and documented correctly and efficiently, whether the parties are purchaser and vendor, lender and borrower, landlord and tenant, or developer and local government. Certainty, consistency, and fairness are essential to the functioning of commerce. These values, often taken for granted by the public, depend on lawyers doing their jobs.

WHAT ARE THREE THINGS YOU HAVE LEARNED THAT SHAPE HOW YOU LEAD?

Empower and encourage people. If you believe in people and depend on them to do their job, they will rise to the occasion and, indeed, astound you with what they are capable of. Confidence is the greatest gift you can instill in people.

Every time a mistake is made, no matter how seemingly insignificant, it is an opportunity to learn and to teach. Discuss the process with your team. How it happened and why, so that not only is the mistake not repeated, but everyone on the team applies the lesson in their work so that we can maintain our standard of excellence.

The process of decision-making is just as important as the ultimate decision. The guiding principle should always be the wellbeing of your organization and the team members. Be prepared to listen, change your mind, and compromise. If you act fairly, transparently, empathetically, and are seen to be doing so, you will build support and loyalty.

WHAT ARE YOUR PROFESSIONAL ACHIEVEMENTS?

Being a senior real estate solicitor and one of the founders of Terra Law. Mentoring younger lawyers so that they attain their own level of success in their careers.

IF YOU COULD CHANGE ONE THING ABOUT YOUR INDUSTRY, WHAT WOULD IT BE?

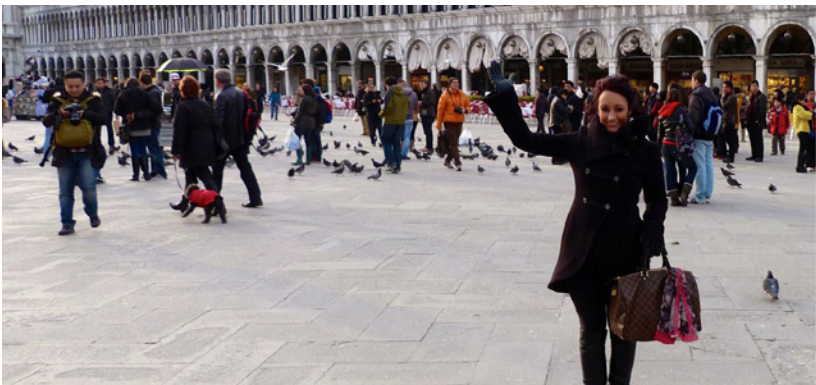
I would like to see more women in leadership roles of all facets of both the legal and real estate industries. Far too often, I see women drop out or being ghettoized in secondary, ceremonial, or support roles.

OUTSIDE OF WORK, WHAT DO YOU GIVE YOUR ATTENTION TO?

This summer I look forward to travelling within our beautiful province, eating in restaurants, and getting together with small groups of family and friends in person.

WHAT WOULD OTHERS BE SURPRISED TO FIND OUT ABOUT YOU?

I love baking bread. I hoarded yeast during COVID-19.





TOP 10 THINGS

YOU NEED TO KNOW ABOUT WORKING AS A REAL ESTATE PROFESSIONAL



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NEW GOVERNOR 2020-2022



JON BURBEE, RI

Jon Burbree spent most of the past 30 years in the real estate industry supporting the public sector, predominantly in the owner-investor role. During his career and working in countries often described as failed states, he encountered many situations we tend to take for granted, including: a functioning land registry, legal certainty, transparent financials, sound occupational health and safety, and heritage and environmental protection. Shaped by this experience, he deeply appreciates the value of frameworks that support an effective real estate market in British Columbia.

Jon gained his RI designation late in his career. What drew him to REIBC compared to other options was the diversity of skillsets represented in the membership as well as the strong reputations of colleagues and associates who were designated real estate professionals. As with any board or community group he's been part of, Jon expects to not only participate, but engage on the vision and purpose of REIBC. As a new member of the Board of Governors, and as the real estate sector moves through this inflection point, Jon believes there will certainly be opportunities ahead in which to contribute.

MISSION

To promote our diverse RI designated members as distinguished professionals that are trusted, educated, and experienced.

VISION

We will be the respected and trusted leader in the real estate sector through:

- elevating the value and recognition of the RI designation
- promoting excellence in real estate through professional development
- anticipating trends to be responsive to our members
- being a recognized contributor to the real estate body of knowledge
- developing and maintaining strategic partnerships

VALUES

Integrity: trustworthy professionals who are honest, reliable, respectful and always above reproach

Expertise: continuous improvement of the depth and breadth of the knowledge of our members

Diversity: professional, cultural and geographic

Transparency: proactive, open and honest communication

Community: collaborative mindset that fosters interaction, growth and increased professional expertise



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RI The
Real Estate
Institute of
British Columbia

RECOGNITION 2020

We are honoured to recognize and celebrate our many members who have achieved excellence with REIBC membership.

5 YEARS

Jennifer Armstrong
Rhiannon Carpentier
Umesh Chand
Guganpaul Dhillon
Magdalena Irzyk
Wei (William) Jing
Samuel Kiernan
Mitchell Kuramoto
Jerry Kwok
Ed Landry
Betty Lui
Terrance Ma
Ryan Paul Malcolm
Jean McAllister
John McCarthy
Darlene McCoy
Blake Newton
Kelly Riley
Sandeep Sandhu
Yuyang Su
Joshua Sutton
Rodney Sytsma
Kin (Harry) Tsen
Ben Walker
Alexander Warrender
Damon Whitbread

10 YEARS

Zoheb Ahmed
Michael Bose
Craig Broderick
Brian Brown
Derek Coburn
Bill Corsan
Kent Craig
Randy Dick
Christine Eriksen
Bruce Fitzpatrick
Wesley Gentle
Nivjeet Grewal
Bill Hampton
Edlira Heba
Neil Jennings
Mario Lee
Mishelle Martin
John McLachlan
Lisa Pynn

Geoffrey Radtke
Christina Randle
Sean Reilly
Caren Roche
Denise Sakai
Jovanee Sangdaan
Fernando Santella
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Hui (Julie) Si
Kim Turik
David Watts
Graham Wood
Jing (Joyce) Xing

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Heather Clark
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Sara Ann Girdler
Jacqueline Parsons
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Pavel Potiaev
Carrie L. Russell
Raja Sandhu

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Jan Bosmann
Karen Doyle
Doug Fourchalk
William Hansen
Renato Jadrijevic
Henry Chome Sun Jung
Eugen Klein
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James McLaren
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Leslie Tabata
Bryan Douglas Watkins
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Dan Wilson
Mercedes Wong
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Judy Burnell
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Jennifer Clark
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Jillian Henderson
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Lynda J. Lawrence
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Clayton Moore
David Nishi-Beckingham
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Moreno Trevisan
Boris J. Warkentin
Greg Wood
Vicky Yip

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Rob Howard
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Fred Kozier
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Kelly McKnight
Cindy Marie Nesselbeck
David Podmore
Wayne Popowich
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Robert (Bob) Scott
Gregory Simmons
Jeffrey R. Simpson
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Bob van den Brink
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W. Alan Walrond
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Alice Yee

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Danny Boyd
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William F. Fife
Glenn Lathrop

47 YEARS

Ronald Farrington
Ronald J. Schuss

48 YEARS

Graham Allen
John D'Eathe
Stanley W. Hamilton
Rudy Nielsen

50 YEARS

Kenneth Johnson
Lloyd Gary Kenwood

51 YEARS

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57 YEARS

Ian Macnaughton

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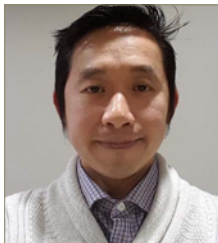
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MEMBERSHIP WITH REIBC

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>> Professional members have achieved the RI designation, which provides employers and clients with instant confirmation of advanced levels of education and experience.

>> Nominee members are working towards designation by completing education and/or experience requirements. Students enrolled in an REIBC-recognized real estate program can be Nominee members.

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